



HM Prison &
Probation Service

Action Plan Submitted: 16 January 2023

A Response to the HM Inspectorate of Probation Inspection:

Probation Service North East Region

Report Published: 22 December 2022

INTRODUCTION

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. It reports on the effectiveness of probation and youth offending service work with adults and children.

In response to the report, HMPPS/MoJ are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plan provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are published on the HMPPS website.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: PROBATION SERVICE – NORTH EAST REGION

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (including named individuals and their functional role or department)	6. Target Date
Redcar, Cleveland, and Middlesbrough PDU should:					
1	Improve the quality of work to assess, plan for, manage and review risk of harm and utilise the region's support to achieve this	Agreed	<p>Head of PDU will develop 2023/2024 PDU Quality Improvement Plan; this will outline all key areas of practice development activity expected within the PDU. Progress will be measured quarterly and will include the application and embedding of North East Continuous Improvement Strategy (2021-2024); fully utilising information contained within quarterly Regional Accountability Meeting (RAM) Report to direct focus on key areas of practice within the PDU. In addition, monthly Head of PDU updates will promote 'Improvement Quarterly' key messages and content to use within mandated monthly Learning Groups / Protected Practice Development days. Results and progress in relation to the quality of risk assessment and management practice will be monitored and tracked via monthly Regional Case Audit Tool (RCAT) findings and the associated quarterly North East (NE) RCAT Dashboard.</p> <p>OASys Countersigning Benchmarking event will be undertaken with Senior Probation Officers within the PDU to ensure consistency in management oversight of risk assessments and plans. This will be facilitated</p>	<p>Head of PDU</p> <p>Head of PDU Head of Performance & Quality</p>	<p>February 2023</p> <p>January 2023</p>



		<p>and supported by Head of Performance & Quality. The impact of this event will be measured via enhanced RCAT results for the PDU in respect of Risk Assessment, Risk Management and Sentence Planning.</p> <p>PDU Managers Development Day will be undertaken within the PDU to ensure awareness of all available resources and tools, as well as devising methods and systems to track, monitor and evaluate quality improvement work within the PDU in response to key learning. This will be facilitated and supported by Head of Performance & Quality.</p> <p>Monthly RCAT results will continue to be shared directly with Senior Probation Officers by the Head of PDU to support reflective case discussions to be held in line with the Reflective Practice Supervision Skills (RPSS) Framework. Head of PDU will also introduce and embed a monthly case conference process to support reflective discussions on individual cases with Senior Probation Officer and Probation Practitioner. Progress will be measured through recorded RPSS sessions on the Single Operating Platform (SOP human resource system), as well as quarterly RCAT results. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p> <p>Head of PDU will work with the Head of Public Protection to facilitate specific input to Senior Probation Officers and Probation Practitioners in respect of best practice principles in assessing,</p>	<p>Head of PDU Head of Performance & Quality</p> <p>Head of PDU</p> <p>Head of PDU Head of Public Protection Head of Performance & Quality</p>	<p>January 2023</p> <p>February 2023 and reviewed Quarterly</p> <p>February 2023</p>
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			<p>planning for, managing and reviewing risk of harm. This will be supported by the Quality Development Team and regular input/support will form part of the 2023/2024 PDU Quality Improvement Plan.</p>		
2	<p>Ensure risk-related information is obtained and shared with other agencies in all relevant cases to support the assessment and management of risk of harm</p>	Agreed	<p>Head of Public Protection will establish an effective process for Domestic Abuse and Safeguarding Checks within the North East Region. This will include dedicated administrative resources allocated to each Police Force Area within the North East Region.</p> <p>Head of PDU will work with the Head of Public Protection to facilitate specific input to Senior Probation Officers and Probation Practitioners in respect of best practice principles in assessing and managing and risk of harm; with a specific focus on the understanding of, and working within, Multi-Agency Risk Assessment Conferences (MARAC). This will form part of the 2023/2024 PDU Quality Improvement Plan.</p> <p>Head of PDU will work with key partnership agencies to develop and enhance effective MARAC arrangements with the PDU.</p> <p>Head of PDU will introduce and embed new case allocation processes; this will include the identification of all new cases where domestic abuse and safeguarding checks are required and/or pending, and routine follow up of these checks by SPO Case Administrators (CASPO).</p>	<p>Head of Public Protection</p> <p>Head of PDU Head of Public Protection Head of Performance & Quality</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>March 2023</p> <p>February 2023</p> <p>March 2023</p> <p>February 2023</p>

			<p>The 'Cases of Concern' fortnightly report provided by the NE Performance & Quality Team will be utilised by Head of PDU and Middle Managers to ensure that all cases identified as requiring domestic abuse and safeguarding checks are actioned promptly where they may not have been previously completed.</p>	Head of PDU	January 2023
			<p>Head of PDU will introduce and embed a monthly case conference process to support reflective discussions on individual cases with Senior Probation Officer and Probation Practitioner; discussion will focus on key areas, including ensuring that relevant risk information has been obtained and considered within risk assessments and plans. These will complement and align with the Reflective Practice Supervision Skills (RPSS) Framework; progress will be measured through recorded RPSS sessions on SOP. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p>	Head of PDU	February 2023
			<p>Monthly RCAT results will continue to be shared directly with Senior Probation Officers by the Head of PDU to support reflective case discussions to be held in line with the Reflective Practice Supervision Skills (RPSS) Framework. Progress will be measured through recorded RPSS sessions on SOP, as well as quarterly RCAT results.</p>	Head of PDU	Complete and reviewed Quarterly
			<p>As part of routine countersigning activity of OASys Assessments, Senior Probation Officers will ensure that necessary and relevant risk-related information</p>	Head of PDU	February 2023

			<p>has been obtained and shared with relevant agencies. Where this is not evident within assessments and plans, this will be addressed directly with the relevant Probation Practitioner. This will offer an additional layer of oversight and will utilise the national Countersigning Checklist and NE Assessment Quality Assurance (AQA) Quick Guide. The quarterly RCAT Dashboard will be used to review and monitor progress in this area. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p> <p>Head of PDU will introduce and embed monthly Practitioner Q&A Workshops aligned to safeguarding processes, information sharing and MAPPA/MARAC risk management processes. This is to become an established forum for Probation Practitioner to raise questions and enhance their practice. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p> <p>Head of PDU will explore options for Cleveland Police Safeguarding Liaison to attend frequent PDU Meetings. This will allow all staff to have the opportunity to ask questions, to hear messages on priority needs and ensure there is a consistent approach through all levels of the PDU.</p>	<p>Head of PDU</p> <p>Head of PDU</p>	<p>February 2023</p> <p>March 2023</p>
3	Ensure training is prioritised and evaluated to enhance the skills of the workforce	Agreed	Head of PDU will develop 2023/2024 PDU Quality Improvement Plan; this will outline all key areas of practice development activity expected within the PDU. Progress will be measured quarterly and will include the application and embedding of North East	Head of PDU	February 2023

		<p>Continuous Improvement Strategy (2021-2024); fully utilising information contained within quarterly Regional Accountability Meeting (RAM) Report to direct focus on key areas of practice within the PDU. In addition, monthly Head of PDU updates will promote 'Improvement Quarterly' key messages and content to use within mandated monthly Learning Groups / Protected Practice Development days – all of which are undertaken face-to-face and will include support from regional teams as required (e.g. Quality Development Officers (QDOs), Head of Public Protection).</p> <p>Regional Learning & Development Team will provide monthly reports on mandated training completion levels within the PDU. This information will be used by the Head of PDU to ensure that all necessary training is undertaken and understood.</p> <p>Business Strategy & Change will provide a quarterly Regional Training Tracker which identifies additional regional events available for all grades over a 3-month period (e.g. Human Resources, New PSO, Mentoring Hubs etc). This information will be used by the Head of PDU to ensure that all necessary training is undertaken and understood.</p> <p>Head of PDU will implement and embed regular SPO and Practitioner Development Days; this will form part of the 2023/2024 PDU Quality Improvement Plan. Development Days will be targeted on key</p>	<p>NE Probation Learning Lead Head of PDU</p> <p>Head of Business Strategy & Change Head of PDU</p> <p>Head of PDU</p>	<p>January 2023</p> <p>March 2023</p> <p>February 2023</p>
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			areas of practice, new practice expectation and/or changes in practice and will take place face-to-face where possible. Impact of these days will be measured via completion of evaluation forms and delegate feedback.		
4	Ensure diversity is prioritised in strategic and operational practice	Agreed	<p>Head of PDU will ensure that the PDU Equality, Diversity and Inclusion Plan is written to align with the NE Region Equality, Diversity & Inclusion Plan.</p> <p>Regional Equality Lead will be invited to attend PDU Meetings. This will allow all staff to have the opportunity to ask questions, to hear messages on priority needs and ensure there is a consistent approach through all levels of the PDU.</p> <p>Regional Equality Lead to provide quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation. Head of PDU will share this information at local partnership meetings to ensure all needs are taken into account in effective multi-agency working.</p> <p>Regional Equality Lead to provide quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation. Head of PDU will utilise this information to explore available options for Regional Outcomes & Innovation Fund (ROIF) to meet the diverse and relevant needs of our People on Probation.</p>	<p>Head of PDU</p> <p>Regional Equality Lead Head of PDU</p> <p>Regional Equality Lead Head of PDU</p> <p>Regional Equality Lead Head of PDU</p>	<p>February 2023</p> <p>June 2023</p> <p>June 2023</p> <p>June 2023</p>

		<p>Head of PDU will include a standing agenda item of Equality, Diversity, Inclusion and Belonging at all PDU Meetings.</p>	Head of PDU	February 2023
		<p>In line with the application and embedding of North East Continuous Improvement Strategy (2021-2024); the PDU will use information contained within quarterly Regional Accountability Meeting (RAM) Report to direct focus on key areas of practice within the PDU. In addition, monthly Head of PDU updates will promote 'Improvement Quarterly' key messages and content to use within mandated monthly Learning Groups / Protected Practice Development days. The quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation will be shared with at these events; in addition to findings from RCAT in respect of the extent of how individual needs and protected characteristics have been taken into account in assessments, plans and sentence delivery.</p>	Head of PDU	February 2023
		<p>Head of PDU will implement and embed an approach for all Initial OASys Assessments completed for Black, Asian and Minority Ethnic People on Probation to be countersigned by a Senior Probation Officer. This will ensure that all initial assessments have had individual needs fully considered within plans for those minority ethnic individuals we are working with. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p>	Head of PDU	February 2023

			Engaging People on Probation Strategy will include specific reference to Black, Asian and Minority Ethnic individuals and ensure that individuals from these ethnic groups are fully represented in People on Probation Forums within the PDU. This will ensure that all views are fully represented, and these can be taken into account within operational and strategic practice.	Head of PDU Head of Community Integration	February 2023
South Tyneside and Gateshead PDU should:					
5	Ensure that priorities are communicated clearly to, and understood by, probation practitioners and middle managers	Agreed	Head of PDU will engage all colleagues within the PDU via an all PDU event in outlining and reviewing progress against the current 2022/2023 PDU Business Plan to ensure understanding and focus on key priorities.	Head of PDU	February 2023
			Head of PDU will engage and collaborate with all colleagues within the PDU in the development of the 2023/2024 Business Plan and identification of priorities.	Head of PDU	March 2023
			Head of PDU will ensure quarterly reviews of the 2023/2024 Business Plan in order to assess progress against the key priorities and provide regular updates against progress during all staff engagement calls.	Head of PDU	March 2023
6	Conduct a strategic analysis into the needs of people on probation and develop a strategy	Agreed	Head of PDU will ensure that the PDU Equality, Diversity and Inclusion Plan is written to align with the NE Region Equality, Diversity & Inclusion Plan.	Head of PDU	February 2023

for addressing local diversity issues	Regional Equality Lead will be invited to attend PDU Meetings. This will allow all staff to have the opportunity to ask questions, to hear messages on priority needs and ensure there is a consistent approach through all levels of the PDU.	Head of PDU	February 2023
	Regional Equality Lead to provide quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation. Head of PDU will use this information to share at local partnership meetings to ensure all needs are taken into account in effective multi-agency working, and to explore available options for the Regional Outcomes & Innovations Fund (ROIF) to meet the diverse and relevant needs of our People on Probation.	Regional Equality Lead – Head of PDU	June 2023
	Head of PDU will include a standing agenda item of Equality, Diversity, Inclusion and Belonging at all PDU Meetings.	Regional Equality Lead – Head of PDU	June 2023
	In line with the application and embedding of North East Continuous Improvement Strategy (2021-2024); the PDU will use information contained within quarterly Regional Accountability Meeting (RAM) Report to direct focus on key areas of practice within the PDU. In addition, Head of PDU updates will promote 'Improvement Quarterly' key messages and content to use within mandated monthly Learning Groups / Protected Practice Development days. The quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation will be shared with at these events; in addition to findings	Head of PDU	February 2023

			from RCAT in respect of the extent of how individual needs and protected characteristics have been taken into account in assessments, plans and sentence delivery.		
7	Improve contingency planning and delivery on medium and high-risk cases	Agreed	<p>Head of PDU will develop 2023/2024 PDU Quality Improvement Plan; this will outline all key areas of practice development activity expected within the PDU. Progress will be measured quarterly and will include the application and embedding of North East Continuous Improvement Strategy (2021-2024); fully utilising information contained within quarterly Regional Accountability Meeting (RAM) Report to direct focus on key areas of practice within the PDU. In addition, monthly Head of PDU updates will promote 'Improvement Quarterly' key messages and content to use within mandated monthly Learning Groups / Protected Practice Development days. Results and progress in relation to the quality of risk management and contingency planning will be monitored and tracked via monthly Regional Case Audit Tool (RCAT) findings and the associated quarterly NE RCAT Dashboard.</p> <p>OASys Countersigning Benchmarking event will be undertaken with Senior Probation Officers within the PDU to ensure consistency in management oversight of risk assessments and plans. This will be facilitated and supported by Head of Performance & Quality.</p>	<p>Head of PDU</p> <p>Head of PDU Head of Performance & Quality</p>	<p>March 2023</p> <p>Complete</p>

		<p>The impact of this event will be measured via enhanced RCAT results for the PDU in respect of Risk Management and Planning.</p> <p>PDU Managers Development Day will be undertaken within the PDU to ensure awareness of all available resources and tools, as well as devising methods and systems to track, monitor and evaluate quality improvement work within the PDU in response to key learning. This will be facilitated and supported by Head of Performance & Quality.</p> <p>Monthly RCAT results will continue to be shared directly with Senior Probation Officers by the Head of PDU to support reflective case discussions to be held in line with the Reflective Practice Supervision Skills (RPSS) Framework. Progress will be measured through recorded RPSS sessions on SOP, as well as quarterly RCAT results.</p> <p>Head of PDU will work with the Head of Public Protection to facilitate specific input to Senior Probation Officers and Probation Practitioners in respect of best practice principles in planning for, managing and reviewing risk of harm. This will be supported by the Quality Development Team and regular input/support will form part of the 2023/2024 PDU Quality Improvement Plan.</p> <p>As part of routine countersigning activity of OASys Assessments, Senior Probation Officers will ensure that necessary and relevant risk-related information</p>	<p>Head of PDU Head of Performance & Quality</p> <p>Head of PDU</p> <p>Head of PDU Head of Public Protection Head of Performance & Quality</p> <p>Head of PDU</p>	<p>Complete</p> <p>Ongoing</p> <p>March 2023</p> <p>March 2023</p>
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			<p>has been fully considered and Contingency Plans are written in line with best practice expectations. Where this is not evident within assessments and plans, this will be addressed directly with the relevant Probation Practitioner. This will offer an additional layer of oversight and will utilise the national Countersigning Checklist and NE AQA Quick Guide. The quarterly RCAT Dashboard will be used to review and monitor progress in this area. This will form part of the 2023/2024 PDU Quality Improvement Plan.</p>		
8	<p>Ensure that enquiries into domestic abuse and child safeguarding are made on all cases and used to inform assessments of risk</p>	Agreed	<p>Head of Public Protection will establish an effective process for Domestic Abuse and Safeguarding Checks within the North East Region. This will include dedicated administrative resources allocated to each Police Force Area within the North East Region.</p> <p>Head of PDU will work with the Head of Public Protection to facilitate specific input to Senior Probation Officers and Probation Practitioners in respect of best practice principles in assessing and managing and risk of harm. This will form part of the PDU Quality Improvement Plan 2023/2024.</p> <p>The 'Cases of Concern' fortnightly report provided by the NE Performance & Quality Team will be utilised by Head of PDU and Middle Managers to ensure that all cases identified as requiring domestic abuse and safeguarding checks are actioned promptly where they may not have been previously completed.</p>	<p>Head of Public Protection</p> <p>Head of PDU Head of Public Protection</p> <p>Head of PDU</p>	<p>March 2023</p> <p>April 2023</p> <p>February 2023</p>

			<p>Monthly RCAT results will continue to be shared directly with Senior Probation Officers by the Head of PDU to support reflective case discussions to be held in line with the Reflective Practice Supervision Skills (RPSS) Framework. Progress will be measured through recorded RPSS sessions on SOP, as well as quarterly RCAT results.</p> <p>As part of routine countersigning activity of OASys Assessments, Senior Probation Officers will ensure that necessary and relevant risk-related information has been obtained and shared with relevant agencies. Where this is not evident within assessments and plans, this will be addressed directly with the relevant Probation Practitioner. This will offer an additional layer of oversight and will utilise the national Countersigning Checklist and NE Assessment QA Quick Guide. The quarterly RCAT Dashboard will be used to review and monitor progress in this area.</p>	<p>Head of PDU</p> <p>Head of PDU</p>	<p>Complete and reviewed Quarterly</p> <p>February 2023</p>
9	Ensure that the interventions necessary to reduce reoffending and risk of harm are delivered in all cases	Agreed	The 'Cases of Concern' fortnightly report provided by the NE Performance & Quality Team, in addition to the 'Critical Cases Dashboard' will be utilised by Head of PDU and Middle Managers to ensure that all cases identified where Rehabilitation Activity Requirement (RAR) activity has not commenced within 3 months of sentence imposition will be actioned and work will commence (via Approved Toolkits, Community Rehabilitative Services or Structured Interventions). Progress in this area will be measured by a reduction in cases appearing on	Head of PDU	January 2023

		<p>this report indicating that prompt interventions are being implemented.</p> <p>Head of PDU will promote the regional resources and tools available to support Probation Practitioners in the timely commencements of interventions; this will include the Approved Toolkit Quick Reference on P&Q Network, in addition to the Structured Interventions and Community Rehabilitative Services (CRS) offer located on the North East Regional Directory (NERD). A reduction of cases appearing on the fortnightly 'Cases of Concern' report, and the quarterly RCAT Dashboard will be used to review and monitor progress in this area via increased use of these interventions. This will be supported by the Head of Performance & Quality.</p> <p>As part of routine countersigning activity of OASys Assessments, Senior Probation Officers will ensure that all cases with a Rehabilitation Activity Requirement (RAR) or a specific identified need, have appropriate interventions identified within Sentence Plans; and the relevant Non-Statutory Intervention (NSI) has been correctly recorded. This will offer an additional layer of oversight and will utilise the national Countersigning Checklist and NE Assessment QA Quick Guide. The quarterly RCAT Dashboard will be used to review and monitor progress in this area.</p> <p>Head of PDU will be pro-active in utilising the monthly report provided by Performance & Quality which identifies all Orders/Licences with an Accredited Programme Requirement that will not be completed prior to sentence expiry owing to the</p>	<p>Head of PDU Head of Performance & Quality</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>February 2023</p> <p>February 2023</p> <p>February 2023</p>
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			Covid-19 backlog. Head of PDU will ensure that this report is used to ensure that alternative delivery formats are facilitated via an Approved Practitioner Toolkit.		
10	Ensure that sufficient arrangements are in place to effectively oversee the quality of casework by PQiP trainees and PSOs	Agreed	<p>North East quarterly RCAT Dashboard will be enhanced to clearly differentiate between practice of Probation Officers and Probation Service Officers and PQiP Trainees in order to provide greater clarity as to the overall sentence management practice by grade. Results will be provided within the Regional Accountability Meeting Report each quarter and key themes identified. This information will then be used to target areas of practice where development is required and the sharing of good practice via 'Improvement Quarterly'; for content to be used within mandated monthly Learning Groups / Protected Practice Development days within the PDU.</p> <p>A PQIP Senior Probation Officer will be recruited and will undertake focused input into the expectations of quality practice in areas of risk assessment, risk management, planning, and sentence delivery. This will form part of a planned induction schedule developed by the Head of PDU, utilising support from Learning & Development and Performance & Quality.</p> <p>Learning & Development will undertake a benchmarking exercise into the quality of work undertaken and being signed off by VQ3 Assessors to ensure that a consistent high-quality standard is being applied.</p>	<p>Head of PDU NE Probation Learning Lead Head of Performance & Quality</p> <p>Head of PDU</p> <p>NE Probation Learning Lead</p>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>

			Head of PDU will review the 2022/2023 PDU PSO Development Plan to ensure that it remains current and applicable. Head of PDU will review the PDU PSO Development to reflect activities to be undertaken in 2023/2024 in order to ensure sufficient arrangements are in place to support PSOs in enhancing the quality of sentence management activity. This will include a review of mentoring arrangements for all PSO and PQiP practitioners within the PDU, in addition to utilisation of regional teams to support risk management and contingency planning practice (i.e. Performance & Quality Team and Learning & Development).	Head of PDU Head of Performance & Quality NE Probation Learning Lead	February 2023
North East Region should:					
11	Ensure accommodation support services provide an effective service which meets the needs of people on probation (Redcar, Cleveland and Middlesbrough PDU)	Agreed	Accommodation support services are part of the centrally (HMPPS) designed CRS contracts. RPDs inherited these contracts upon unification and assumed responsibility for the contract management and performance. Where this service is not meeting required needs, the NE Contract Management Team have limited contractual levers available to hold the supplier to account i.e. through improvement plans and regular reviews with the supplier. Given the commercial nature of these contracts, the current CRS Accommodation contract, and the future specification for CRS Accommodation contracts, are being reviewed by core HMPPS functions. The decision on future design is expected later in 2023.	HMPPS – Contracted Services Directorate	December 2023
12	Ensure that PSOs have sufficient skills,	Agreed	Learning & Development will undertake a benchmarking exercise into the quality of work	NE Probation Learning Lead	February 2023

	<p>knowledge and experience to adequately assess, plan, work with and review risk of harm to others (South Tyneside and Gateshead PDU)</p>		<p>undertaken and being signed off by VQ3 Assessors to ensure that a consistent high-quality standard is being applied.</p> <p>PDU PSO Development Plans 2022/2023 will be reviewed to ensure they remain current and applicable. Heads of PDU will review the PDU PSO Development to reflect activities to be undertaken in 2023/2024 in order to ensure sufficient arrangements are in place to support PSOs in enhancing the quality of sentence management activity. This will include a review of mentoring arrangements for all PSO and PQiP practitioners within the PDU, in addition to utilisation of regional teams to support risk management and contingency planning practice (i.e. Performance & Quality Team and Learning & Development).</p> <p>Region will recruit to a Senior Operational Support Manager (SOSM) to support all PDUs in ensuring all learning is prioritised, shared and fully embedded in operations in a way that promotes learning and continuous improvement. This will include targeting particular groups of staff where relevant (for example New PSOs, PQiPs, or particular themes and issues) and compliance with PSO Development Plans.</p> <p>North East quarterly RCAT Dashboard will be enhanced to clearly differentiate between practice of Probation Officers and Probation Service Orders and PQiP Trainees in order to provide greater clarity as to the overall sentence management practice by grade. Results will be provided within the Regional Accountability Meeting Report each quarter and key</p>	<p>Head of Operations</p> <p>Head of Operations</p> <p>Head of Performance & Quality</p>	<p>February 2023</p> <p>March 2023</p> <p>March 2023</p>
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			<p>themes identified. This information will then be used to target areas of practice where development is required and the sharing of good practice via 'Improvement Quarterly'; for content to be used within mandated monthly Learning Groups / Protected Practice Development days within all PDUs.</p> <p>Region will progress the option to have QDOs and Practice Tutor Assessors (PTAs) undertake Core Skills Training in order to develop a regional plan to support new PSOs and PQiPs in developing and enhancing these skills in the delivery of Approved Practitioner Toolkits and in their daily work with People on Probation.</p>	<p>Head of Performance & Quality NE Probation Learning Lead Head of Interventions</p>	<p>March 2023</p>
His Majesty's Prison and Probation Service should:					
13	<p>Ensure all probation offices have reliable Wi-Fi access (Redcar, Cleveland and Middlesbrough PDU)</p>	<p>Agreed</p>	<p>Business Strategy & Change Team will work with the MOJ Property Directorate to ensure that suitable internet connections are installed and operational in all North East Region office locations by March 2023.</p>	<p>MOJ Property Directorate Business Strategy & Change</p>	<p>March 2023</p>
14	<p>Review the value added of the community rehabilitative service contracts (Redcar, Cleveland and Middlesbrough PDU)</p> <p>AND</p>	<p>Agreed</p>	<p>All current CRS contracts are subject to quarterly and annual reviews and assurance to review whether they are meeting the intended outcomes and identify improvement actions if necessary. In addition, the reviews contribute to developing the next generation of CRS contracts. The North East Region will continue to work with HMPPS functions to ensure a regional approach and regional/PDU</p>	<p>HMPPS – Contracted Services Directorate Head of Community Integration</p>	<p>June 2023</p>

15	Ensure that commissioned rehabilitative service (CRS) provision meets the needs of people on probation (South Tyneside and Gateshead PDU)		<p>needs are provisioned in the next generation of contracts.</p> <p>Commissioned Rehabilitative Services allow probation to commission a greater range of resettlement and rehabilitative services regionally from specialist organisations. This enables the delivery of services that can be tailored to respond to the diverse backgrounds and needs of individuals to effect positive outcomes as well as maximise opportunities for collaboration with local partners, including Voluntary, Community and Social Enterprise organisations, local authorities and Police and Crime Commissioners. Where this service is not meeting those needs, the NE Contract Management Team have limited contractual levers available to hold the supplier to account i.e. through improvement plans and regular reviews with the supplier.</p>	HMPPS – Contracted Services Directorate Head of Community Integration	Complete
16	Review arrangements for managing and assuring the quality of work done by PQiPs to keep people safe (South Tyneside and Gateshead PDU)	Agreed	<p>An agreed action plan from the Managerial Role Review and adjusted workforce plans within Probation Regions is being implemented and will be reviewed quarterly to monitor impact of change. The SPO role has been reviewed (PQIP management) to ensure workload levels enable robust line management and effective oversight of case allocation. A second stage review will be undertaken to assess national roll out and effectiveness.</p> <p>The Effective Practice and Service Improvement Group (EPSIG) will create and make available, practice improvement products to probation</p>	Deputy Director - Probation Workforce Programme Deputy Director Effective Practice and Service Improvement Group	Complete June 2023

			<p>practitioners, including trainees, under set programmes of work (including Keeping people safe) to embed a culture of professional curiosity, from both practitioners and managers as an integral part of effective management oversight</p> <p>EPSIG will support the North East regional leadership team to embed existing practice improvement products and the Probation Learning strategy</p> <p>EPSIG will review the Touch Points Model and understand the different implementation approaches and the impact on PQiP learning.</p>	<p>Deputy Director Effective Practice and Service Improvement Group</p> <p>Deputy Director Effective Practice and Service Improvement Group</p>	<p>June 2023</p> <p>February 2023</p>
17	Provide further training for probation practitioners on the delivery of approved toolkits and monitor rates of their use (South Tyneside and Gateshead PDU)	Agreed	<p>Use of toolkits will continue to be monitored and data harnessed within the national RAR Dashboard. This will continue as part of the national RAR Working Group that reports into the Sentence Management Group (with links to operational groups such as Heads of Intervention, Heads of Operations, Strategic P&Q and the Reducing Reoffending Directorate). Current training is available to probation practitioners that support the skills and confidence required to deliver toolkits; this is accessible via the Sentence Management Role Packs. Work will continue to further enhance this offer and a business case will be made via the Reducing Reoffending Directorate Governance Board (RRDGB) to sponsor a commission for further Learning & Development offers. Once agreed, work will commence with the Probation Workforce</p>	Head of Innovation, Development & Change – Business Strategy & Change Division	July 2023

			Programme (PWP) Design Faculty to commission the Learning & Development offer.		
18	Carry out repairs to the lift at the South Shields office and install suitable internet connections at both of the PDU's offices (South Tyneside and Gateshead PDU)	Agreed	<p>MOJ Property Directorate will undertake work to repair the lift at the South Shields office by February 2023.</p> <p>Business Strategy & Change Team will work with the MOJ Property Directorate to ensure that suitable internet connections are installed and operational in all North East Region office locations by March 2023.</p>	<p>MOJ Property Directorate</p> <p>MOJ Property Directorate Business Strategy & Change</p>	<p>February 2023</p> <p>March 2023</p>

Recommendations	
Agreed	18
Partly Agreed	0
Not Agreed	0
Total	18